CULTURE GOVERNMENT

Massachusetts
Cultural
Agenda

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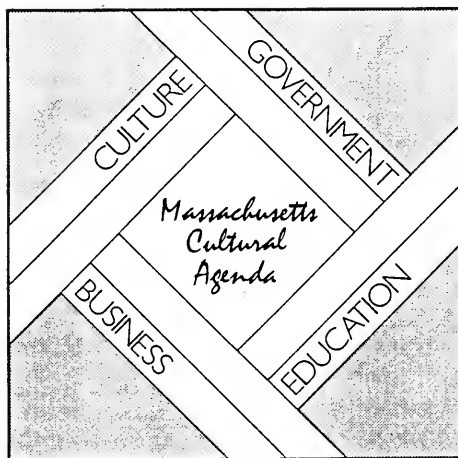
MASSACHUSETTS CULTURAL AGENDA
PROGRESS REPORT &
PRELIMINARY FINDINGS
January - June 1988

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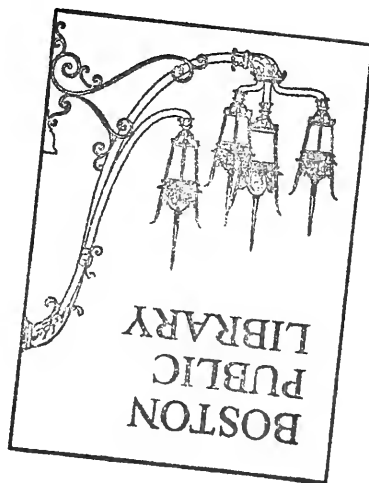
COUNCILOR BRIAN McLAUGHLIN
BOSTON CITY COUNCIL
BOSTON CITY HALL
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COUNCIL CHAMBERS, 5th FLOOR
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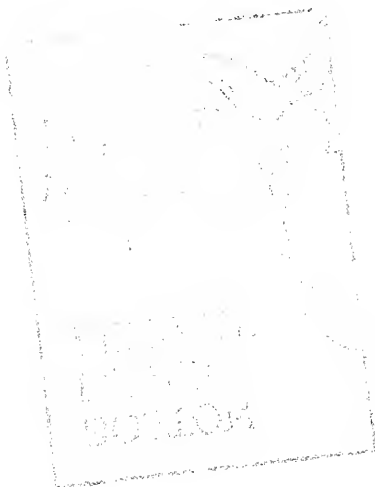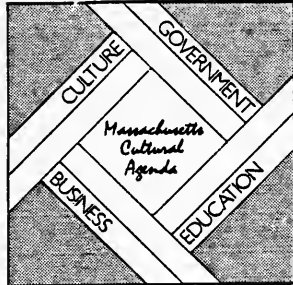
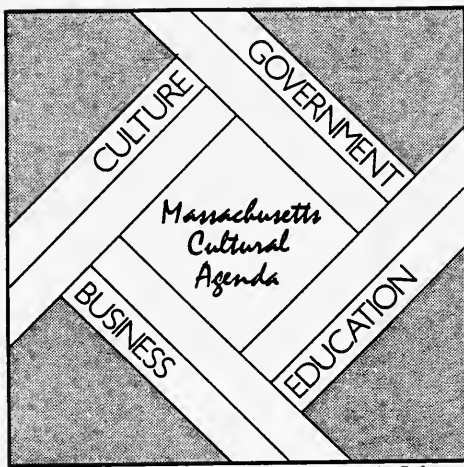MASSACHUSETTS CULTURAL AGENDA

Progress Report - January - June, 1988

Attachments:
Citizens Cultural Agenda Committee List
Statewide Issue Task Forces
Regional Hearing Handouts

Additional Materials Available on Request:
Initial Needs Assessment Report
Resource Guide
Executive Summary
Funding Proposal

A Special Initiative of Massachusetts Cultural Alliance

MASSACHUSETTS CULTURAL AGENDA

I. Mission and Goals

The <u>Mission</u> of the Massachusetts Cultural Agenda is to help create more vital communities and enrich the lives of Massachusetts citizens by bringing together diverse sectors -- Culture, Business, Education and Government -- to create a shared vision and mutually-owned agenda for statewide cultural development for the next decade.

<u>The Cultural Agenda is both a process and a product.</u>

The <u>Objectives</u> of the Cultural Agenda as a <u>Process</u> are:

* To identify and prioritize the critical issues facing the cultural community, customized to the regions;

* To collect data which will help "make the case for culture" as integral to our society and vital to our economy in Massachusetts;

* To create a strong Regional Network of community leaders from all sectors to assist with implementation of the Cultural Agenda and future cultural industry efforts;

* To disseminate information on existing resources and services, and help increase access to and coordination of technical assistance services; and

* To facilitate new dialogue, identify new resources, and forge new public/private partnerships to meet the challenges of cultural development throughout the state in the coming decade.

- 1 -

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The <u>Objective</u> of the Cultural Agenda as a <u>Product</u> is a document which reflects a shared cultural "platform". The Cultural Agenda platform will be developed from June 1988 to May 1989.

The responsibility for <u>Formulating the Cultural Agenda</u> lies with the Issue Task Forces and the Citizens Cultural Agenda Committee. The Cultural Agenda will be presented at a <u>Cultural Convention</u> anticipated for May, 1989, and will have four major parts:

> * <u>An Environmental Analysis</u>, which will bring together the extensive data research to identify trends and the needs and interests of the public, media, legislators, educators, businesses and funders in relation to culture. The Analysis will indicate where public and private interests can be better realized through the creative use of our diverse cultural resources;

> * <u>Policy Recommendations</u> concerning program priorities, legislation, and financial support for both public and private sector agencies at the local, state and federal levels;

> * <u>Recommendations for Special Initiatives</u> based on collaborative strategies and public/private partnerships which will be proposed to meet the challenges identified in field research and data collection; and

> * <u>Identification of Lead Organizations</u> who will be endorsed by the Citizens Cultural Agenda Committee to lead the implementation of specific Recommendations and Special Initiatives. These endorsements will strengthen local and regional leadership and assist in fundraising for implementation.

Why Now?

In the last half-decade, culture has become one of our state's major growth industries, and a clear economic and social driving force behind community and urban development. <u>The Boston Globe</u> estimated the cultural industry's impact on the Massachusetts economy in the coming year at nearly $2 billion. In addition, culture has been an important ingredient in revitalizing community spirit throughout the state.

Rapid growth demands strategic planning. The cultural industry has come of age, and needs to reach beyond itself to strengthen its collaboration with other sectors. The Cultural Agenda is based on the premise that co-ownership of a shared vision will help diverse sectors identify commonalities, and build the mutually-beneficial partnerships that are necessary to take advantage of this state's unusually rich cultural diversity.

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CULTURE GOVERNMENT
Massachusetts
Cultural
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BUSINESS EDUCATION
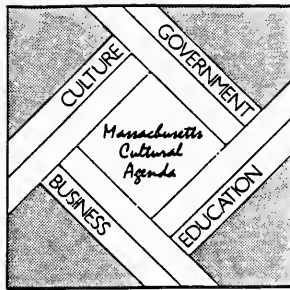
COMMUNITY
NEEDS

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*. Access
* Resources
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PROCESS

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* Surveys
* Regional Hearings
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* Task Forces
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* Citizens Steering
  Committee
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PRODUCT

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* Assessment
* Resource Book
* Regional Network
```

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* Data Research
* Collaborations
* Public Policy
  Recommendations
```

```
* Prioritized Issues
   -- Goals
   -- Strategies
```

CULTURAL AGENDA
OUTCOMES

```
* Coordinated Services
 * New Partnerships
 * Focused Advocacy
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II.   Progress To Date

A. Initial Needs Assessment

* In the summer and fall of 1987, the Massachusetts Cultural Alliance conducted an Initial Needs Assessment Survey (Report available on request) of the cultural community, based on nine critical issues which had evolved from field work with Alliance Member Divisions and Special Interest Groups.   Those critical issues are:

Access: in particular access to cultural programming for the physically handicapped and other underserved populations;

Affirmative Action: for cultural organizations and artists of color and ethnicity to ensure access to services, technical assistance, funding, and policy decision-making;

Arts and Education: cultural programming as part of K-12 public school core curriculum;

Funding: in amount, dependability, and priorities for public and private cultural investments;

Science Literacy: integration of the study of science and the preservation of science history with "traditional" cultural activities;

Space: developing affordable and appropriate rehearsal, exhibition, office, performance and living space;

Technical Assistance: management information and skill development for boards and cultural administrators;

Visibility: market research, promotion, and audience development for individual artists, cultural organizations and the industry as a whole; and

Voluntarism: recruitment, training and recognition of volunteers.

* The survey was tested through personal interviews with 26 statewide cultural leaders representing organizations of all sizes, disciplines, ethnicity and regions. Simultaneously, surveys were sent to 600 cultural organizations across the state, which netted a 36% return.

* Through the Regional Hearing process and further work, these issues have been consolidated and assigned to five Statewide Issue Task Forces. (See details of the Task Force areas below.)

- 4 -

B. <u>Regional Hearings</u>

 * Between March 4 and April 28, 1988, the critical issues
identified in the Initial Needs Assessment were tested in
<u>14 Regional Hearings</u> held by the Alliance in <u>7 different
locations</u> -- Pittsfield, Springfield, Worcester, New
Bedford, Salem, Boston and Orleans. <u>Over 54 hours of
hearings with 204 individual and organizational
participants</u> yielded a wide variety of preliminary
strategies, ideas and comments on local needs.

 * Round I of the hearings was held with representatives
of cultural organizations, and Round II with individual
artists, educators and humanists. Invitations were
distributed to individuals and organizations from all
aspects of the cultural community, and the hearings were
convened by cultural leaders in each region.

 * Note: Pending funding, Round III of the Regional
Hearings, which will bring together representatives of
the Business, Government and Education sectors with
cultural organizations and artists, is planned for Fall,
1988.

<u>The successfully-achieved goals of the Hearings were to</u>:

 * Help identify how participants define their "regional"
and "municipal" geographic bases; gather regional and
municipal perspectives on the Issue Task Force areas;
identify other issues; and identify available data and
needs for additional data research. <u>Much of the
information gathered has been incorporated into the
section of this document entitled "Identified Issues &
Preliminary Strategies"</u>.

 * Identify "success stories" of working partnerships and
collaborations which can serve as models and resources
for potential partnerships within regional frameworks. <u>A
"Statewide Resource Guide" has been developed which is a
compilation of resources, services and success stories of
local collaborations identified in the Regional Hearings</u>,
and will be further expanded and developed over the next
year. (Available on request.)

 * Help identify local leadership. To begin the process
of forming a <u>Regional Network</u>, Hearings were convened by
local cultural leaders. <u>The Hearings identified
individuals and organizations in each region who will
play future leadership roles on advocacy issues, be key
partners for collaborations, and participate on the
Cultural Agenda Task Forces</u>.

- More -

C. Surveys and Data Collection

Data Sharing

* Cultural Agenda Collaborators (23 statewide cultural service organizations) have agreed to share available data, greatly enhancing the Cultural Agenda's information gathering efforts. For example, New England Foundation for the Arts recently launched the first comprehensive regional economic impact study since 1979. The results of NEFA's study for Massachusetts will be used in formulating the Cultural Agenda. The contributions of the Collaborators represent well over $100,000 in in-kind data research.

Surveys

It is the intention of the Cultural Agenda to conduct comprehensive surveys of the Business, Government and Education sectors. The goals of these surveys are:

* To test attitudes towards culture, and gather perspectives on the issues; and help determine what motivations will encourage these sectors in each region to work with the cultural sector;

* To identify individuals from these sectors to participate on Issue Task forces; identify potential resources for regional and municipal partnerships and collaborations; and clarify and strengthen available resources; and

* To solicit creative solutions to the issues raised by the Cultural Agenda, while cultivating future support for the Cultural Agenda's implementation process.

Business Survey

* The Cultural Agenda is in negotiation to share the results of a survey being conducted by the Associated Grantmakers, whose goal is to increase the number of people and businesses involved in organized charitable giving. A broad community-wide survey will measure current levels of charitable giving, voluntarism and attitudes. Alliance Executive Director Libbie Shufro has been invited to serve on the Steering Committee for this project, linking it to the Cultural Agenda.

Other Surveys

* Pending: Other Surveys to be developed and distributed to individuals and organizations in the Education and Government sectors. Relevant local, regional, statewide and Federal Government and Education agencies will be surveyed.

- More -

D. Statewide Issue Task Forces

> * Statewide Issue Task Forces have been formed to
> correspond to the critical issues facing the cultural
> community. Through the Assessment and Regional Hearings
> of the Cultural Agenda, these issues have been
> consolidated into five Task Forces. They are:

Cultural Outreach	Cultural Literacy
Facilities	Funding
Human Resources	

Please Note: Affirmative Action will not exist as a separate
Task Force or a sub-topic within any Task Force, but will be
brought to bear in each Task Force area.

> * Over 150 cultural organizations and individual
> artists/humanists have been recruited to serve on Task
> Forces.

> * Task Force Co-Chairs are currently being recruited.
> The Co-Chairs of each Task Force will serve on the
> Citizens Cultural Agenda Committee. Each Task Force will
> have one Co-Chair from the Cultural sector and one from
> another sector.

> * A Task Force Participation Survey has been prepared and
> distributed to the Citizens Cultural Agenda Committee,
> Alliance Trustees, and Cultural Agenda Collaborators
> seeking further suggestions for Task Force members from
> all sectors.

> * The roles and responsibilities of the Task Forces have
> been outlined. (See Attachment.)

> * It has been the Alliance's goal in the Assessment
> process to take the first steps at defining the Mandate
> of the Task Forces. (See the Section III "Statewide
> Issue Task Forces" in this document.) The Citizens
> Cultural Agenda Committee will further assist in
> clarifying the mandates of the Task Forces by September,
> 1988.

- More -

E. Leadership

1. Citizens Cultural Agenda Committee

Recruitment - To date, in cooperation with Cultural Agenda
participants, the Alliance has:

> * Successfully recruited over 60 leaders from a proposed
> list of 100 to serve on the Citizens Cultural Agenda
> Committee, comprised of representatives from all four
> sectors representing a matrix of different backgrounds,
> occupations, geographic regions, ethnicity, and
> expertise. (See Attached list.) Leadership for this
> Committee includes:
>
>> Lieutenant Governor Evelyn Murphy, Honorary Chair
>>
>> Crawford Lincoln, Executive Director of Old
>> Sturbridge Village and Co-Chair of the Massachusetts
>> Arts Advocacy Committee, Cultural Vice Chair
>>
>> Suzanne Watkin, Executive Director of the Boston
>> Globe Foundation, Business Vice Chair
>>
>> State Representative Nicholas Paleologos, Government
>> Vice Chair.
>>
>> Charles Desmond, Vice-Chancellor, University of
>> Massachusetts, Education Vice Chair.
>
> * A meeting schedule for the Citizens Cultural Agenda
> Committee has been set up, with the first meeting to be
> held June 8, 1988, hosted by Honorary Chair Evelyn Murphy.

The Role of the Citizens Cultural Agenda Committee

The Citizens Cultural Agenda Committee acts as the
Steering Committee for the Cultural Agenda. The role of this
Committee is:

> * To advise on the Cultural Agenda process, and to
> clarify, coordinate and synthesize the work of the
> statewide Issue Task Forces;
>
> * To determine the Cultural Agenda document content, and
> other products of the process; and
>
> * To be responsible for presenting the Cultural Agenda at
> a public Cultural Convention planned for 1989.

- More -

E. Leadership (continued)

2. Blueprint 2000

* Importantly, the Lieutenant Governor, who met with the
Alliance in May, has expressed her committment to reflect
the findings of the Cultural Agenda in "Blueprint 2000",
the state's economic masterplan for the future.

* Alliance President Tim Anderson has been appointed to
the Values Committee of "Blueprint 2000" in order to
ensure coordination with the Cultural Agenda. The
Community Life Subcommittee of the Values Committee has
already made its first report, and some of its findings
have been incorporated into the section of this document
entitled "Identified Issues & Preliminary Strategies".

3. Funders Forum

* In May, 1988 at the Hampshire House, the Alliance met
with key corporate and foundation leaders to discuss the
Cultural Agenda. This luncheon was hosted by Suzanne
Watkin of the Boston Globe Foundation.

* An invitation was made to the funders not only to
proivde financial support but to participate in
formulating the Cultural Agenda. Over 15 funders
attended and heard the Boston Globe Foundation's
challenge to the funding community to support this vital
initiative.

III. Statewide Issue Task Forces

A. The Role of the Task Forces

Task Forces play a vital role in The Cultural Agenda (See Attachment for full description). They will:

* Compile Data Research which will help The Cultural Agenda "make the case for culture" within the parameters of their issue area.

* Identify Available Resources, both traditional and non-traditional, through surveys with specific Business, Government and Education agencies.

* Recommend Collaborative Strategies by matching the needs and issues of the cultural community with the Resources they have identified.

* Generate Public Policy Recommendations for state and federal legislation, and for funding and programmatic priorities.

B. Task Force Descriptions

Through the Initial Needs Assessment and the Regional Hearings, many of the critical issues facing the cultural community have been outlined.

These issues have been consolidated to form the work of the five Statewide Issue Task Forces, and are overviewed below.

- 10 -

B. <u>Task Force Descriptions</u> (continued)

Cultural Outreach**

There is a desire and a need to make cultural experience
available and accessible to all people in the Commonwealth.
While the basic issue in Cultural Outreach is "How do we bring
more people into our cultural institutions?", the specific
issues relate to two main areas:

<u>Access</u> to culture by underserved populations and the physically
challenged is of concern to a great number of people in the
cultural community. How do we break down the barriers to
access be they linguistic, physical, socio-economic or
"cultural"? What programmatic and funding priorities should
address these concerns? What role should Government, Business
and Education sectors play in increasing access? What public
policies are needed and how do we advocate for them?

<u>Audience Development</u> is the lifeblood of many of our cultural
resources. Earned income from admissions, ticket sales,
classes, lectures, and the like will be even more important in
the years ahead if our cultural organizations are to remain
financially viable. How can we increase the awareness of our
diverse cultural resources to the general population? How can
we effectively promote our cultural richness and diversity to
Massachusetts residents as well as tourists? How can we
increase media coverage of cultural institutions and programs?
How can cultural organizations and other sectors collaborate on
marketing and advertising for the benefit of all?

Cultural Literacy**

We live in a society which is astonishingly illiterate in
culture, science and the humanities. The role of humanistic
education at all levels is critical to the future of the
cultural community as well as to the well-being of the
community at large.

How can we make cultural education basic and integral to
education in the Massachusetts public schools? What public
policies are needed and how do we advocate for them? What
steps must be taken to encourage life-long cultural education?
What community programs can be developed to promote adult
cultural literacy? How can we expand the number of meaningful
cultural programs and quality artist residencies in the
schools? Where will the funding to support such programs come
from? How can we train teachers as well, so that they are
confident in their ability to teach the arts, sciences and
humanities?

- More -

B. Task Force Descriptions (continued)

Facilities**

Affordable space for cultural use is a statewide issue, felt in different ways by all segments of the cultural community -- urban, suburban and rural. Live/work space for artists, office and rehearsal space for organizations, safe storage space and performance/exhibition space are all needed. Both affordability of purchase/rental, and the high cost of maintenance are endemic issues in this area.

How can we stop the displacement of artists and cultural organizations? How can we expand the availability of capital funding and loans? How can we effectively work with government, funders and developers to the benefit of all sectors, i.e. mixed-use space? What is the real need for cultural use space in the next ten years? What public policies are needed, i.e. a statewide cultural facilities bill, and how do we effectively advocate for them in the year ahead?

Funding**

Funding has always been a key issue in cultural development, and the questions which are being asked about funding today are increasingly complex, both for funders and recipients.

How can we create forums for meaningful dialogue between cultural organizations and public and private sector funders? How can we increase the number of corporations actively funding cultural organizations? How do we increase funding support for Massachusetts' resident artists? How can we increase "investment funding", i.e. multi-year operational funding in order to stabilize our cultural organizations? How can we increase federal, state and municipal funding through legislative or other processes? How can we increase individual giving to culture? What public policies are needed and how do we advocate for them?

- More -

B. Task Force Descriptions (continued)

Human Resources***

Human Resources -- staff members, volunteers, board members, consultants, interns, and others -- are the mainstay of the cultural industry.

How can we enhance the professional development of our staff and board members? What are the volunteer needs of the cultural community and how can we effectively match corporate volunteers to those needs? How can we increase access to technical assistance and services for cultural organizations and individual artists statewide? How can we ensure effective recruitment of individuals of color and ethic diversity for our boards and staffs?

What alliances can be forged with higher education to provide cultural trustee training and organizational development support? How can universities be encouraged to direct more interns and work-study students to cultural organizations?

C. Identified Issues & Preliminary Strategies

     The findings and preliminary strategies presented below were compiled through the Cultural Agenda process in the Initial Needs Assessment and the 14 Regional Hearings which have been conducted to date. (See descriptions above.) In addition, they incorporate the findings and preliminary strategies developed by the "Blueprint 2000" Community Life Subcommittee of the Values Committee.

     This presentation of issues and strategies for dealing with them is by no means complete.

     Rather, they represent a foundation on which the work of the Task Forces must build. New opinions and new issues will undoubtedly appear as the Task Forces continue their work.

1. The Task Force on Cultural Outreach

Access

Issue: How can we continue to Improve Physical Access to
cultural organizations?

> * Build the case for a new source of public funds, and/or
> for special funding from government agencies,
> corporations and foundations to be used to make
> facilities more accessible, to provide new signage and
> sign-language interpreters, and other physical access
> needs.
>
> * Build the case for adequate enforcement of Chapter 504
> by State Agencies.
>
> * Build the case for reduction in waivers from
> requirements for Physical Access.
>
> * Self-mandate all agencies receiving public funding to
> hold public meetings and programs in fully-accessible
> locations, and set timelines for completion of
> accessibility renovations.
>
> * Publish and disseminate case studies of succesful
> accessibility programs.
>
> * Develop potential collaborations with Vocational
> Education and Rehabilitation programs to provide
> affordable accesssibility renovations.
>
> * Strategize collaborations between cultural
> organizations with physical accessibility renovation
> needs and corporate and foundation funders with vision or
> mandates to support such initiatives.
>
> * Publish and disseminate a statewide guide to cultural
> organizations designed especially for the physically
> challenged, noting physical accessibility.
>
> * Encourage offering of discounts to the physically
> challenged at cultural organizations.

1. The Task Force on Cultural Outreach

Access (continued)

Issue : How can cultural organizations Increase Access to Cultural Programs for Ethnic Populations?

* Build the case for special funding for second-language signage, educational materials and marketing materials;

* Develop a collaborative marketing/media campaign to broadly encourage ethnic populations to take advantage of Massachusetts' cultural richness;

* Create funding incentives or programs for organizations committed to increasing access by ethnic populations;

* Identify lead organization(s) to develop specially-targeted cultural programs to schools with high ethnic populations.

* Make available special Technical Assistance funds to train organizations in developing ethnic audiences.

* Strategize collaborations between cultural organizations with ethnic accessibility programs and corporate and foundation funders with mandates to support such programs.

Issue : How can we Increase Senior Access to cultural organizations?

* Create funding incentives or programs for organizations committed to increasing access by seniors.

* Strategize collaborations between cultural organizations with senior accessibility programs and corporate and foundation funders with mandates to support such programs.

* Encourage government agencies, corporations and foundations to allocate funding to programs supporting senior outreach.

* Publish and disseminate a guide to cultural organizations designed especially for seniors, noting physical accessibility and senior discount programs.

1. The Task Force on Cultural Outreach

Access (continued)

Issue: How can we Increase Other Subsidies to Cultural Access Programs?

> * Build the case for providing additional funding for low or no-cost ticket and other subsidy programs for the physically challenged, ethnic populations and seniors.

> * Identify lead organization(s) to coordinate statewide provision of subsidized tickets to the above populations.

> * Identify organizations successfully providing transportation to cultural programs for the above populations, and develop collaborations between these organizations and appropriate corporations to subsidize transportation costs.

> * Encourage funders to underwrite transportation costs as part of program planning.

> * Strategize and gain support from commercial cultural attractions (i.e. commercial theatre, music events, and others attractions) to increase access for all underserved populations.

1. The Task Force on Cultural Outreach

Audience Development

Issue: How can we Increase General Awareness and Cultural Attendance in Massachusetts?

* Identify lead organization(s) to ensure high visibility for all efforts undertaken as a result of the Cultural Agenda process.

* Identify lead organization(s) to develop significant and ongoing market research, and make their findings available to Massachusetts non-profit cultural organizations.

* Create high-visibility role for culture in municipal, regional and state governments, i.e. naming of local cultural leaders to key committees, having a Poet at the Governor's inauguration, etc.

* Identify lead organization(s) to establish a marketing collaborations clearinghouse to help match potential marketing partners from all sectors.

* Publish and disseminate information on marketing and audience development collaborations which have succeeded on a municipal, regional and statewide level.

* Publish and make available public transportation maps to cultural destinations; develop a program to encourage public transit agencies, bus train and airlines, and others to promote cultural destinations.

* Strategize promotional tie-ins with the sports and leisure industries to cross-market programs and events.

* Strategize promotional tie-ins with shopping cenetrs and malls to present cultural programs and allow cultural organizations areas for distribution of marketing information.

* Strategize promotional efforts in conjunction with colleges and universities to attract a larger share of the student audience.

- More -

1. The Task Force on Cultural Outreach

Audience Development (continued)

* Publish and broadly disseminate information on the use and availability of PASS funds for student attendance at cultural organizations.

* Identify and make available information on other state and municipal agencies (i.e., state parks, correctional institutions, and others) which are or may be willing to present cultural programs.

Issue : How can we Identify Presenters for cultural programs?

* Identify lead organization(s) to publish and disseminate a well-documented and detailed list of all Massachusetts cultural presenters, i.e., theatres, arts centers, agents, corporations with presenting programs, schools and universities, etc. (Like the Massachusetts Film Bureau handbook.); identify potential funding collaborator to assist with this project.

Issue: How can we Increase Tourist Attendance at Massachusetts cultural organizations?

* Gather available data on the Massachusetts tourist market; and identify lead organization(s) to survey tourists needs and interests.

* Strategize collaborations among cultural organizations, tourist-related businesses (such as travel agents, hotels, air and bus lines, commercial attractions, and others), and government agencies (local tourist and information bureaus, the Massachusetts Division of Tourism) and others (convention centers, universities, etc.) to increase awareness of cultural attractions by tourists and out-of-state visitors.

* Build the case for the adoption of a statewide cultural signage systems for roads and highways; use local leadership to campaign for municipal cultural signage.

* Study and develop model for statewide cultural activities calendar, and strategize collaboration for funding creation and distribution at tourist locations statewide on a regular basis.

1. The Task Force on Cultural Outreach

Audience Development (continued)

Issue: How can we Increase Media Coverage and Support for Culture?

* Gather available data on media coverage of culture in Massachusetts to determine current coverage levels; identify and recognize outstanding media support for culture.

* Identify lead organization(s) and/or collaborative of Cultural, Business, Government and Education leaders to develop campaign to increase the support of media in local areas for cultural reporting, as well as provide subsidies/discounts for non-profit cultural advertising.

* Develop statewide network of cable television stations to distribute film and video presentations by Massachusetts artists; identify lead organization(s) to serve as clearinghouse for distribution.

* Identify lead organization(s) to host conference on "Media and Culture" as part of ongoing effort to educate the media to the commercial value of cultural news.

* Build the case for the funding of reporting of culture, i.e. grants to Massachusetts writers who are committed to writing about Massachusetts culture.

Issue: How can we Increase Municipal Support for promoting and showcasing local cultural attractions through festivals, celebrations and special events that provide visibility to both residents and tourists?

* Build the case for municipal support by gathering data on successful municipal support programs.

* Organize local leaders to advocate for increased municipal support for festivals and special events.

* Build the case for municipal support of a clearinghouse calendar in all communities to avoid conflicting schedules which split audiences.

- More -

2.   The Task Force on Cultural Literacy

Issue: How do we Make Cultural Education Basic and Integral to education in the Massachusetts public schools?

* Build the case to end the "Language or Art" choice that most students are faced with: both are necessary.

* Build the case for creation of Magnet schools in the Arts. & Humanities.

* Identify lead organization(s) to provide teacher training in the arts, humanities and sciences so that teachers increase their confidence to teach cultural subjects.

* Build the case for the adoption of arts courses as a requirement for high school graduation (as in Maine).

* Build the case for the adoption of arts courses as a requirement for Special Education programs.

Issue: How can we Effectively Cooperate with Education Agencies and Organizations to enhance cultural education in the schools?

* Strategize collaborations involving the cultural sector with the Massachusetts Department of Education and the Massachusetts Alliance for Arts Education.

* Study and propose legislation which will increase linkage between the two sectors.

Issue: How can we Increase the Involvement of Cultural Organizations in The Schools?

* Publish and disseminate to the schools a comprehensive guide to programs and support for the teaching of arts, humanities and the sciences, available to the schools through cultural organizations.

* Identify lead organization(s) to serve as the broker between cultural organizations and the schools.

* Study and propose legislation to increase funding for cultural organizations' involvement in the schools.

2. The Task Force on Cultural Literacy (continued)

Issue: How can we Expand Artist, Humanist and Science
Residency Programs in the schools?

> * Strategize collaborations at the municipal level
> between artists and humanists, schools and corporations
> and foundations.
>
> * Build the case for the use of scientists to present
> cultural science programs in the schools; strategize
> collaborations at the municipal level between scientists,
> schools and corporations and foundations.
>
> * Publish and disseminate information on successful
> artist residency programs.

Issue: How can we Encourage Life-Long Cultural Education?

> * Develop statewide marketing/media campiagn to broadly
> encourage adults to pursue lifelong cultural education.
>
> * Work with local leaders to identify community programs
> which can be developed to promote adult cultural literacy.
>
> * Encourage corporations to develop on-site cultural
> education programs, and/or to subsidize the cost of
> cultural education programs for their employees.

3. The Task Force on Facilities

Issue: How to Determine the Need for Affordable Cultural Use Space statewide?

   * Strategize and obtain funding for lead organization(s) to complete comprehensive study/survey of cultural space need statewide; build on the municipal planning process which was used to identify the needs for the Midtown Cultural District.

Issue: How to Increase Subsidized Live/Work Space for individual artists?

   * Develop legislative incentives for developers willing to commit to creation of affordable live/work space.

   * Develop legislation to reserve a % of all government subsidized housing for artists.

Issue: How can we Stop the Displacement of Cultural Organizations?

   * Develop legislation granting cultural organizations rent-controlled or rent-stabilized rights.

Issue: How can we Increase Use of Shared Space with other cultural organizations and with other sectors?

   * Gather and study data on use of shared space/shared facilities and make available information on successful collaborations.

   * Identify and encourage corporations which are willing to offer office rehearsal and performance space to cultural non-profits free of charge or in exchange for employee programs.

   * Identify and encourage schools which are willing to offer office, rehearsal and performance space to cultural non-profits free of charge or in exchange for student programs.

- More -

3. <u>The Task Force on Facilities</u> (continued)

Issue: How can we <u>Expand the Availability of Captial Funding and Loans</u>?

* Determine the best method of supporting the Cultural Facilities Bill which would provide captial funding and loans for the renovation of old and the creation of new cultural facilities.

* Determine what other public policies and legislation are necessary, and identify lead organization(s) to campaign for their enactment.

* Study and evaluate possibility of using % for Art funds for facility building or renovation costs.

Issue: How to <u>Expand the Availability of Funding for Facility Maintenance</u>?

* Study and propose legislation which increases funding for facility maintenance at the municipal or state level.

* Encourage government agencies, corporations and foundations to allow applications for funding for facility maintenance.

* Strategize collaborations within the cultural community for lowering costs of maintenance by use of Vocational Education programs and/or shared maintenance personnel/companies.

Issue: How can we develop <u>Effective Collaborations for Mixed-Use Space</u> with government, funders and developers to the benefit of all sectors?

* Strategize collaborations with leaders from various sectors to develop models for effective collaboration on the municipal, regional and state levels.

* Study and develop legislation to provide incentives for developers to encourage creation of mixed-use space at the local, regional and state levels.

* Identify "Cultural Resource Teams" comprised of individuals and repres_ntatives of local cultural organizations who would be available to work with developers on facility planning.

- More -

4. <u>The Task Force on Funding</u>

<u>Issue</u>: How can we <u>Increase Federal, State and Municipal</u>
<u>Funding to Culture</u> through legislative or other processes?

* Strategize collaborative of Cultural, Business,
Government and Education leaders who can effectively
advocate for increased funding on the national level.

* Encourage the National Science Foundation to open
applications for funding to mid-sized organizations.

* Strategize the creation of a Citizens Advocacy Network
and/or Regional Network which can advocate at the local
level for increased state funding for culture.

* Identify lead organization(s) to undertake funding
advocacy efforts on both local and state levels; and to
inform and coordinate the efforts of the Regional Network
on advocacy issues.

* Build the case for increasing Megabucks/Arts Lottery
Funding through the influence of networks of local
leaders, and by increased local media visibility for Arts
Lottery funded programs.

* Explore ways in which local Arts Lottery Councils can
be encouraged to successfully fundraise in order to
increase their regranting budgets.

* Identify local leaders to clarify local cultural
funding issues, and develop plans to help greatly
increase municipal funding. Among ideas proposed are:
    * Strategize local collaborations which will
    increase the visibility of culture and help leverage
    additional local funds.
    * Organize local Cultural Appreciation Days.
    * Develop campaigns for local 1% for Art ordinances.
    * Advocate for line items in municipal budgets for
    cultural departments and/or programs.

* Identify lead organization(s) and/or individuals to
provide support and training for municipal governments
seeking to create cultural plans and municipal
departments; publish and disseminate information on
resources available to municipalities considering the
development of cultural plans, facilities and/or
departments.

4. <u>The Task Force on Funding</u> (continued)

* Encourage municipalities of the same region to
collaborate on providing funding for regional cultural
resources as part of each municipality's budget.

* Identify lead organization(s) to gather information on
in-kind and cash contributions available from government
agencies (on a municipal, regional or and/or statewide
level) and to publish and disseminate this information.

* Identify and study options for increasing funds
available to municipal and state government for granting
to cultural organizations. Some of the suggestions which
have been made include:
  * A Check-off on state tax returns.
  * Fees on real estate transactions.
  * Tax on services which benefit from cultural
  activity, i.e. parking lots, ticket agencies, and
  others, with the mandate that costs not be passed to
  the consumer.
  * Populist patronage of government funding agencies
  such as local Arts Lottery Councils.

Issue: How can we <u>Alleviate Operational Funding Problems</u> for
cultural non-profits operating on "reimbursement" grants from
government agencies?

* Develop consortium of interests to create low or
no-interest revolving loan fund.

* Build the case for changing cultural funding from a
reimbursement method to an outright grant method.

Issue: How can we <u>Assure Equity of Funding for the Arts,</u>
<u>Humanities and Sciences</u>?

* Continue to advocate for increased overall funding for
cultural organizations from municipal, regional,
statewide and national sources.

* Determine and propose legislative action necessary to
ensure full inclusion of science and humanities
organizations to funding on the state level.

- More -

4. The Task Force on Funding (continued)

Issue: How can we Increase Funding for Individual Artists and Humanists?

* Gather available data on statewide population of individual artists and humanists; and identify lead organization(s) to do a statewide census to help build the case for increased support.

* Advocate for municipal, regional and state government adoption and expansion of 1% for Art programs; and develop campaign to encourage corporations to adopt 1% for Art programs in construction and renovation budgets.

* Identify lead organization(s) to publish and disseminate information on % for art programs and projects statewide.

* Publish and disseminate second-language guides to funding sources for artists of color.

Issue: How can we Increase Corporate Giving to the cultural sector?

* Develop a cooperative media/marketing campaign to broadly encourage corporations to give to culture.

* Identify lead organization(s) to gather information on in-kind contributions available from corporations (on a municipal, regional or and/or statewide level) and to publish and disseminate this information

* Produce a video on the municipal benefits of corporate giving to culture, plan several screenings, and utilize local leaders to turn out key corporate decision makers.

* Strategize collaborations between corporations, unions and cultural organizations and individuals to develop on-site cultural programming for employees.

* Publish and disseminate information on successful corporate giving and on-site cultural programming efforts.

- More -

4. <u>The Task Force on Funding</u> (continued)

<u>Issue</u>: How can we greatly <u>Increase Multi-Year Operational Funding</u> from present levels?

    * Encourage the Massachusetts Council on the Arts and Humanities to extend Merit Aid funding periods to at least 3 years.

    * Encourage corporate and foundation funders to change existing guidelines to allow for operational and multi-year operational funding, and make available information on funders who do so.

<u>Issue</u>: How can we <u>Increase Individual Giving</u> to the cultural sector?

    * Develop a collaborative media/marketing/public service campaign to broadly encourage individuals to give to culture. Among the support strategies proposed is a statewide telethon using Massachusetts artists, and carried by local television stations in each region.

<u>Issue</u>: How can we <u>Increase Implementation Funds</u> to complement Techical Assistance programs?

    * Strategize collabortaions and coordination of information between government agencies, corporations and foundations which fund Technical Assistance and others which are willing to fund implementation.

<u>Issue</u>: How can we <u>Increase Access to Funding Information</u>?

    * Idenfity lead organization(s) to maintain and make available information on government, foundation and business funding sources for cultural organizations and individual artists and humanists.

    * Identify lead organization(s) to publish and disseminate a "Guide to Funding in Massachusetts".

<u>Issue</u>: How can we <u>Increase Dialogue Between Funders and Potential Recipients</u>?

    * Identify lead organization(s) to set up regular statewide forums for networking funders and potential recipients.

- More -

5. The Task Force on Human Resources

Voluntarism

Issue: How to Determine The Volunteer Needs of the cultural community through the 1990s in order to adequately develop plans and collaborations to meet those needs?

* Gather available data on volunteer activity from cultural organizations, and outline survey/study necessary to obtain comprehensive data.

* Identify lead organization(s) to undertake full-scale statewide study of volunteer needs.

Issue: How can we Increase Voluntarism to cultural organizations?

* Create statewide computer network linking volunteers and openings; and organize a cooperative marketing campaign promoting the use of such a phone/computer network. Especially encourage voluntarism from the physically challenged, ethnic and senior populations.

* Develop a high visibility vehicle for statewide recognition of cultural volunteers, and provide other incentives to enhance cultural voluntarism.

* Identify lead organization(s) to provide training programs to cultural organizations in in Volunteer Recruitment and Utilization.

* Publish and disseminate information on existing business volunteer matching programs statewide.

* Establish a collaborative or "Trade" association for volunteer and volunteer-oriented organizations, such as SCORE, Junior League, Lawyers for the Arts, Voluntary Action Center, and others, to better coordinate Volunteer Recruitment efforts.

* Develop a program to encourage corporations to "donate" skilled employee time to cultural non-profits as board members, special interim staff or advisors.

* Assess the feasibility of establishing a franchise of the national Business Volunteers for the Arts (BVA) as a vehicle for a statewide volunteer recruitment and matching effort.

- More -

5. The Task Force on Human Resources (continued)

Technical Assistance
and Professional Development:

Issue: How to provide Better-Coordinated Service Delivery and Effective Technical Assistance to the cultural community?

* Build on the Alliance's ArtsCoop model, which brings together cultural service agencies in order to help better coordinate services. Expand this model to include other public and private agencies from all sectors to coordinate services, technical assistance and training.

* Identify lead organization(s) to provide ongoing in-depth low or no-cost Technical Assistance with full-time staff skilled in organizational development areas.

* Identify lead organization(s) to provide ongoing low or no-cost Technical Assistance in applying for and maintaining 501 (c) 3 status.

* Improve existing Technical Assistance funding programs through:
        * Simplification of application processes.
        * Identification and publication of information on Technical Assistance providers statewide.

* Publish and disseminate case studies of successful Technical Assistance programs statewide, and information on Technical Assistance programs and funding available.

* Encourage corporations and foundations to increasingly fund Technical Assistance programs and make available information on corporations and foundations which do so.

* Build the case to change Arts Lottery guidelines to allow for application for Technical Assistance funds, perhaps in coordination with other Funding Task Force initiatives.

* Encourage access to Technical Assistance by artists and organizations of color and ethnicity by publishing and disseminating second-language guides to technical assistance programs and services.

5. The Task Force on Human Resources (continued)

Technical Assistance
and Professional Development: (continued)

Issue: How to Increase Technical Assistance for Indiviudal
Artists and Humanists?

> * Develop the case to support provision of Technical
> Assistance funding to individual artists and humanists,
> perhaps in coordination with other Funding Task Force
> initiatives.
>
> * Identify lead organization(s) to develop low or no-cost
> training/workshop programs for individual artists and
> humanists statewide.
>
> * Publish and disseminate a guide for individual artists
> and humanists to health and human services, and tax and
> legal advice.

Issue: How to Increase the Technical Assistance Support of the
Education Sector for the provision of organizational
development training and interns.

> * Develop a plan to coordinate interns and work-study
> students interested in the cultural sector through a
> central placement network.
>
> * Gather and make available information on existing adult
> education, college and university training programs.
>
> * Identify collaborative of Cultural, Business,
> Government and Education leaders to gain the support of
> colleges and universities in providing low-cost or
> no-cost training programs for cultural staff and board
> members.
>
> * Identify lead education organization(s) to develop a
> cultural trustee training program.

- More -

5. The Task Force on Human Resources (continued)

Technical Assistance
and Professional Development: (continued)

Issue: How to Increase Access to Leadership by local cultural
leaders, cultural boards and staff?

> * Identify lead organization(s) to provide timely
> communication of public policy development and issues.
>
> * Strategize collaborative funding of cultural lobby at
> the state level who would work on legislation affecting
> both organizations and individual artists and humanists,
> and who would be a resource for the dissemination of
> advocacy information.
>
> * Idenitfy lead organization(s) to develop training
> programs for local cultural leaders, cultural boards and
> staff on participation in the political process.
>
> * Develop collaborative campaign to identify physically
> challenged, ethnic and senior people to serve on cultural
> boards and panels, perhaps coordinated with other Human
> Resource Task Force endeavors.
>
> * Develop coordinated means of attracting the physically
> challenged, ethnic and senior populations to apply for
> cultural staff positions.
>
> * Identify lead organization(s) to develop regular forums
> for networking local cultural leaders with each other and
> with statewide service organizations, business, education
> and government leaders, and state and municipal agencies.
>
> * Study and propose plan for regional representatives
> and/or offices of the Massachusetts Council on the Arts
> and Humanities.

IV. Implications for the Alliance

The Massachusetts Cultural Alliance is staffing the Cultural Agenda. The Alliance is the oldest cultural service organization in the country, and currently has a membership of 270 cultural organizations statewide. Our organizational mandate and field experience make us the most appropriate facilitator for the development of the Cultural Agenda. We have broad-based communication and advocacy networks already in place.

Our independent status as a private nonprofit service organization provides all participating sectors with neutral territory in which to meet and work. We have had a significant track record fostering collaborations and successful public/private partnerships.

The Alliance Board is providing internal oversight to the Cultural Agenda process by assuming fiscal responsibility for the Cultural Agenda, and assuring project management through a Board Committee. In addition, the Alliance President, the Board Advocacy Chair, and the Executive Director will serve on the Citizens Cultural Agenda Committee.

The Cultural Agenda will also have major short and long-term implications for the Alliance. The Cultural Agenda, along with the Alliance's own Strategic Planning Process is helping to lay the foundations for the Alliance of the 1990s.

The major "theme" that has emerged in our Strategic Planning is for the Alliance to evolve into a "Chamber of Culture", through which all four sectors may interact and collaborate for the well-being of the cultural community.

The components of our vision are:

* Management - Serving as a Resource Connector, and playing a Brokering role within the cultural community and between different sectors.

* Communications - Being a center for information dissemination within the cultural community and between different sectors, including provision of interactive forums to increase dialogue and access to leadership.

* Advocacy - Becoming an "Alliance of Alliances", based on coalition-building among special interest groups from all sectors across the state to increase Alliance's clout as an independent voice for culture.

- More -

IV. <u>The Role of the Alliance</u> (continued)

Over the mext year, the Alliance's primary focus will be to help deliver the Agenda. The Cultural Agenda will also influence our Strategic Planning Process by helping us:

* Identify the Regional Network of community leaders to be activated around issues of common interest.

* Establish the slate of issues on which we will be acting in the future, based on community-established priorities.

The Mission of the Massachusetts Cultural Agenda is to help create more vital communities and enrich the lives of Massachusetts citizens by bringing together diverse sectors -- Culture, Business, Education and Government -- to create a shared vision and mutually-owned agenda for statewide cultural development for the next decade.

Through the Cultural Agenda, the Alliance has a rare opportunity to assess and redefine its own mission, goals and programs to meet the challenges of the 1990s.

- End Progress Report -

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